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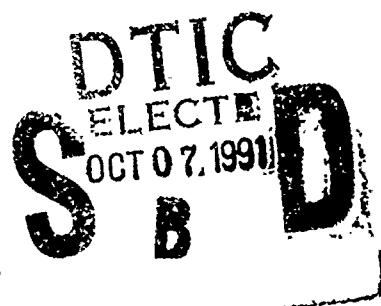


# AIR WAR COLLEGE

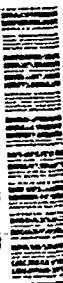
## RESEARCH REPORT

ARMY RECRUITING--1990 AND BEYOND

WITH A HISPANIC VIGNETTE

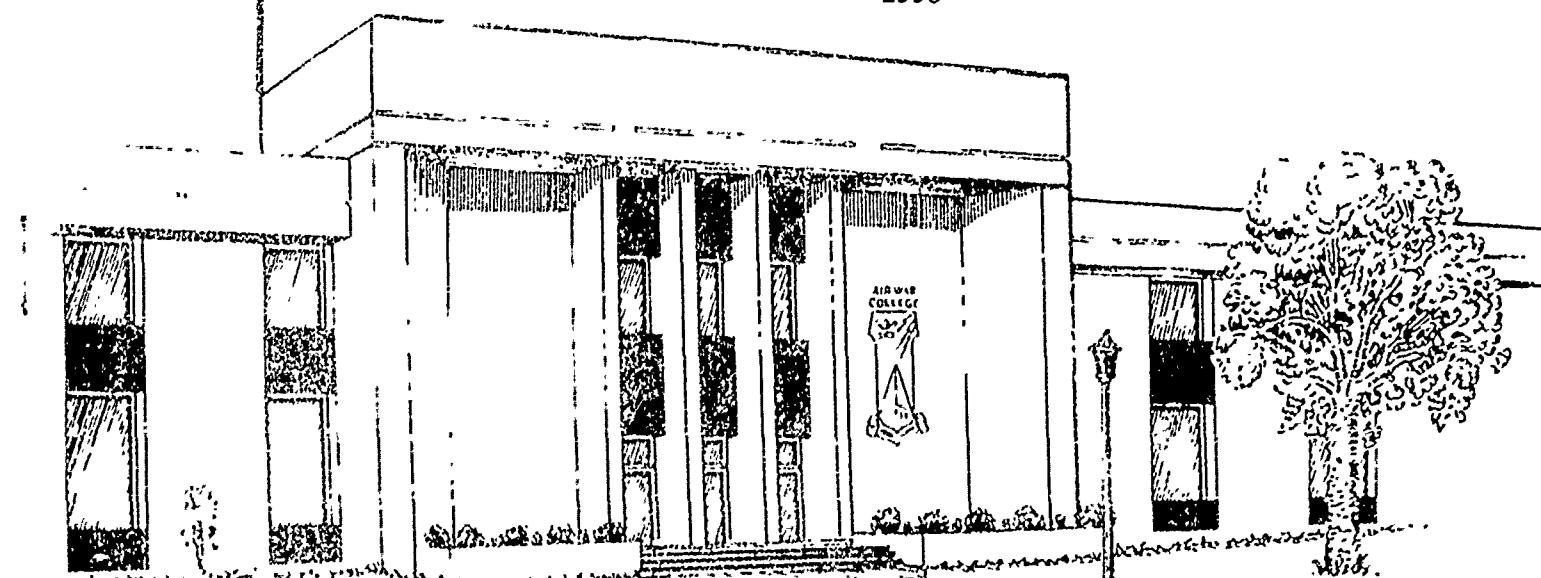


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LIEUTENANT COLONEL LAWRENCE R. REITA, USA

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MAXWELL AIR FORCE BASE, ALABAMA

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AIR WAR COLLEGE

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ARMY RECRUITING:

1990 AND BEYOND

WITH A HISPANIC VIGNETTE

by

Lawrence R. Retta

Lieutenant Colonel, USA

A DEFENSE ANALYTICAL STUDY SUBMITTED TO THE FACULTY

IN

FULFILLMENT OF THE CURRICULUM

REQUIREMENT

Advisor: Lieutenant Colonel Danny Bozeman

MAXWELL AIR FORCE BASE, ALABAMA

APRIL 1990

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## EXECUTIVE SUMMARY

TITLE: Army Recruiting: 1990 and Beyond With a Hispanic Vignette. AUTHOR: Lawrence R. Retta, Lieutenant Colonel, USA

Army recruiting in the future will focus on a quality force that can easily learn improved technological skills. Competition for that quality force will be extremely keen due to the declining youth population in the 1990's.

The Army measures quality for recruitment by scores on the Armed Forces Qualification Test (AFQT) and by those having graduated from high school. While these measurements are good indications of possible successful military service, they overlook the unmeasurable qualities of performance of personnel. Attributes such as dedication, attitude and motivation cannot be measured. Good training and proper leadership in a team concept can improve those not fitting the mold of "quality" recruits.

The rise of the Hispanic population as the largest minority in this decade coupled with the declining youth population suggests that Hispanic recruitment should increase. Hispanics have historically scored lower on AFQTs than whites.

The Army must review its manpower goals in terms of both quality and quantity and must not overlook the potential that the Hispanic population provides to recruiting.

## BIOGRAPHICAL SKETCH

Lieutenant Colonel Lawrence R. Retta has been interested in recruiting and Hispanic demographics for many years. He was born in San Antonio, Texas and grew up in the Hispanic culture. He served as a helicopter pilot in Vietnam in 1970. He commanded a field artillery firing battery at Fort Sill, Oklahoma in 1971, an aviation troop in the 2nd Armored Cavalry Regiment, Nurnberg, FRG in 1984, and an aviation battalion at Fort Rucker, Alabama in 1987. He is a graduate of the Command and General Staff College, the Public Affairs Advanced Course, and the Defense Information Officer Course. Lieutenant Colonel Retta is a member of the Air War College class of 1990.

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## CHAPTER I

### INTRODUCTION

Our potential adversaries throughout the world enjoy many numerical and geographic advantages over our forces. Only a high quality force can counter those advantages and accomplish our national military strategy. The first prerequisite for that quality force is quality people.

This statement is from The Posture Of The United States Army Fiscal Years 1990/91 by Secretary of the Army John O. Marsh, Jr. and Chief of Staff of the Army, General Carl E. Vuono. (1:35) The importance of this subject is obvious: the defense of the United States and the protection of its national interests is dependent on a quality force. To satisfy future Army manpower requirements, Army recruiters will be confronted with ever increasing challenges due to new developments in future demographics.

#### Purpose

A wide variety of factors will impact the recruiting environment of the future: economic conditions, political developments, force structure, Army policies and demographics. This paper will focus primarily on the latter, the demographic variable and how it could affect Hispanics. The declining youth population may be a limiting factor in the Army's attempt to satisfy its recruiting goals in the information and technology age of the future. This paper will review current enlistment standards and objectives, past studies and

marketing initiatives to meet future recruitment goals and what affect Hispanic demographics could have on recruiting.

#### Limitations

This study is intended to be a logical, objective inquiry. The intent is not to develop another model to predict the future. Instead, this report will draw inferences from current demographic trends and projections as they relate to recruiting efforts. It is recognized that other factors interact with the demographic variable to determine a more comprehensive recruiting forecast. These factors include political, economic, and policy decisions. Thorough investigation of all these related factors is beyond the scope of this study.

#### Definition of Terms

1. Hispanics are persons of Mexican, Puerto-Rican, Cuban, Central or South American, or other Spanish cultures or origins, regardless of race. Whenever Whites or Blacks are referenced, they are of non-Hispanic origin. (2:107)
2. Target Population/Youth Population: Unless otherwise stated the target/youth population refers to the 17 to 21 age group. This is the group most often targeted by the Army for first term enlistments.

### Assumptions

1. The all volunteer force will remain through the next 10 years.
2. Implementation of a draft during peacetime is not considered supportable by politicians and the American public.

### Methodology

This study will begin with a review of Army enlistment standards and requirements for enlisted personnel. The discussion will include procedures for the allocation of enlistment goals. A description of current studies of the forecasted environment will be provided in Chapter III. National market advertising programs will also be discussed. Chapter III also reviews the factors which may constrain or limit the Recruiting Command's ability to attain their goals. Chapter IV will explore the Hispanic population, language, education, economic issues and other ethnic dimensions and how those areas may affect Army requirements, recruiting goals and future trends. Chapter V summarizes the data and presents conclusions and recommendations.

## CHAPTER II

### ENLISTMENT STANDARDS AND OBJECTIVES

"Pivotal" is how Major General Jack C. Wheeler, Commanding General, U.S. Army Recruiting Command, describes the move into the decade of the 90s.

... enlisting quality personnel means enlisting more effective soldiers who easily learn high-tech skills, demonstrate leadership and can quickly adapt to the demands of the modern battlefield. But it also saves the nation its valuable fiscal resources because high-quality soldiers have fewer discipline and training problems. (3:4)

#### What is Quality

In the context of recruiting statistics, "quality" has precise and narrow meanings. The quality of enlisted personnel, those with ability to learn and do military jobs well, is commonly measured by the percentage that have graduated from high school and by their scores on the Armed Force Qualification Test (AFQT). (4:II-1)

The relative ability of military personnel to learn military skills and perform creditably in military units is usually referred to as the "quality" of the personnel. The normal measures of quality for enlisted accessions are the percentage that have graduated from high school, a sound indicator of the likelihood of successfully completing an

enlistment, and scores on the AFQT, a good predictor of success in military training. (4:2-3)

Possession of a high school diploma is an important indicator of the probability that a new volunteer will adjust successfully to military life. A high school dropout is twice as likely to leave the military before completing the first three years of service, although the majority of servicemembers who are not high school graduates contribute effectively to their military units. (4:5-6)

#### The Armed Forces Qualification Test

Scores on the AFQT and other aptitude scores derived from the Armed Services Vocational Aptitude Battery, are used in conjunction with educational, medical and moral standards to determine eligibility to enlist and assignment to occupations. AFQT scores provide a useful measure of trainability. Enlisted personnel with higher test scores tend to be assigned to the more complex jobs, but each occupational group receives people who are capable of progressing to supervisory and leadership positions. (4:3-4)

For convenience, AFQT scores are traditionally grouped into broad categories, ranging from Category I (highest scores) to Category V (lowest scores). (4:4) These AFQT categories are defined in the table below:

### AFQT Categories

Percentile Rank	AFQT Category
Above Average	
93-99	I
65-92	II
50-64	IIIA
Below Average	
31-49	IIIB
10-30	IV
1-9	V

An AFQT percentile score of 50 is average for the population; therefore, recruits with percentile scores of 50 and above (Categories I, II, and IIIA) can be considered "above average." The Army attempts to recruit as many "above average" people as possible and are highly selective in recruiting among applicants who score below average on the AFQT. The following groups are not accepted for military service:

- Category Vs
- Category IV non-high school graduates
- Category IV high school graduates who score in the 10th to 15th percentile range (the bottom end of Category IV).

(5:3)

The current standards place a floor on the ability level of recruits. During wartime only Category Vs are ineligible for the draft. During peacetime, the Army excludes those Category IV applicants who have a lower probability of success and then try to minimize the number of otherwise

acceptable Category IVs who are enlisted. Congress has established ceilings on the percentage of Category IVs that may be enlisted. (4:8)

AFQT scores and statistics on educational attainments are sound, objective criteria for measuring the quality of military manpower. They are particularly valuable for tracking quality trends and alerting manpower managers to impending problems that may require correction through new legislation or other management initiatives. However, the ultimate proof of the abilities of military people is the quality of their performance in the field--how well they adjust to membership in operational units, how well they absorb on-the-job training, and how well they do their assigned jobs. These indications of quality can only be predicated in a general way by AFQT scores and educational statistics.

As the size of the youth population becomes progressively smaller in the future, the issue of recruit "quality" will probably become more controversial than it has been in the past. With the changes that are taking place around the world, and the future manpower reductions faced by the Army there is little doubt that the Army can recruit enough volunteers, in gross numbers, to meet the peacetime military strengths that are currently planned. It is less

certain that the Army can recruit the proportion of "above average" people that is necessary.

#### Enlisted Objectives

Every year the Army recruits about 125,000 young men and women into its active-duty enlisted force. (4:xi) The Army recruitment goal for FY 1990 was to have at least 63 per cent of those recruited to have scores in the top half of the AFQT. Also fewer than 4 per cent would score in the lowest acceptable test category and 90 per cent were to have high school diplomas, rather than an equivalency degree. (5:3)

During the first quarter of FY 1990, 65.8 per cent of recruits scored in the top half, 2.7 per cent were in the lowest category and 92.7 per cent had high school diplomas. (5:3)

In January 1989, 10 per cent of the recruits in the first quarter were in Category IV. During previous years, 1986 to 1988, the rate was 4 percent. The rise in Category IV recruits caused the service to lower the recruiting mission by several thousand and push reenlistments. The percentage of Category IV recruits dropped to about 7 per cent for the year. (5:3)

In light of the Army's drive to modernize its weapons, some would argue that recruit quality must go up. New weapons systems like the M-1 tank or the Single Channel Ground and Airborne Radio System are more sophisticated and complex than

their predecessors. New weapons systems do not necessarily make jobs more demanding. Emerging technologies may supplement high-quality personnel by making the new systems easier to maintain and to use. Thus, the key issue remains whether changes in recruit quality would make a significant difference in the Army's capability.

While higher recruit quality should lead to a more capable first-term force, it could also diminish the career force. At the end of their first term, soldiers in the upper AFQT categories are less likely than others to reenlist. This raises a trade-off between the performance of lower-aptitude but experienced soldiers, and that of less experienced, high-aptitude soldiers. (4:34)

In FY 1989 the Army, to make its quality male mission, had to recruit one of every 15. In FY 1990 the requirement is one of every 14 and in FY 1991 the requirement is one of every 15. The prime recruiting market, 17-21 year-old males, will decline through 1994, it should increase in size from 1994 to 2000. (3:4)

## CHAPTER III

### SEARCHING FOR QUALITY

In order to be competitive during a time of decreasing resources and a changing youth market, the Recruiting Command has developed a package of initiatives to help them in their recruiting goals in the future. Phase I of these initiatives are being considered for implementation within two to three years and Phase II from three years and beyond the year 2000.

(6:6)

#### Workforce 2000

Demographic trends were taken from a Workforce 2000 Study made by Hudson Institute and an operations board briefing from the Army's advertising agency, Young and Rubicam. (6:6)

The Hudson Institute concluded that the market environment would change significantly during the period from 1989 to 2000. Some trends noted were:

1. Not since the 1930s would the population and workforce grow more slowly;
2. For the first time since World War One, immigrants would represent the largest share of the increase of population and workforce;

3. Post-secondary education would for the first time in our history be necessary in the majority of new jobs;
4. The availability of young workers needed in the labor market will decline while the age of the population and positions for workers will rise;
5. There will be an eight per cent or two million drop in the number of young workers age 16 to 24;
6. There is a greater need for a workforce in high-skill jobs and higher pay;
7. The pool of higher educated workers will be less than during the 1960s and 1970s, causing wages to increase; and
8. Five-eighths of the increase in the workforce between now and the year 2000 will be made up of non-whites, women and immigrants. (7:xix-xx)

The study concluded by stating "Organizations from the military services to the trucking industry will be forced to look beyond their traditional sources of personnel." (7:126)

The Workforce 2000 Study highlighted the probability that post-secondary education would be significantly more important in developing a trained workforce in the future. In response to this, the number of post-secondary vocational and technical schools should also increase according to the study. (7:xxvii)

The Recruiting Command Phase I initiative is a program that allows recruiters to offer advanced promotion to E-2 and

E-3 for those who have completed a one or two-year vocational-technical program. Recruits will enter the service at grade E-2 if they have successfully completed nine or more months of post-secondary vocational-technical training. The recruit must also obtain a certificate verifying successful completion of such training. (6:6)

Also, recruits may enter the service at grade E-3 for successful completion of 24 or more months (two or more years) of post-secondary vocational-technical training upon providing an appropriate verifying certificate. (6:6)

Also within Phase I, holders of bachelor's degrees may enlist at the rank of E-4, provided they are in the I-IIIA Test Score Category. Those not testing in the I-IIIA Test Score Category, will fail into the category for such applicants E-3. (6:6)

Phase II initiatives will take several years to implement and are designed to meet larger trends in the changing youth and immigrant population. It includes other initiatives the Army can use to expand into the college market and is designed to compensate for the long-term changes in demographics. (6:6)

#### AFQT vs. Technological Rates of Promotion

A study conducted by the Office of Economic and Manpower Analysis at West Point looked at 1,100 tank crew firings at a gunnery range in Germany. The analysis compares

tank crew performance on the basis of AFQT scores. The AFQT score categories represent the following percentiles: Category IV = 10-30; Category IIIB = 31-49; Category IIIA = 50-64; Category II = 65-92; and Category I = 93-99.

M60			M1		
AFQT	# kills	% Inc relative to AFQT IV	# kills	% Inc relative to AFQT IV	
cat					
I	10.23	75.2	12.75	18.9	
II	9.51	62.8	12.47	16.3	
IIIA	8.52	45.9	12.05	12.4	
IIIB	7.47	27.9	11.57	7.9	
IV	5.84	---	10.72	---	

As the table shows, in the M60 tank, which will be in the Army's inventory through the 1990s, an AFQT I NCO tank commander and gunner achieved almost twice as many "kills" (75.2% greater performance) as an AFQT IV crew. In the M1 tank, the performance trade-off of an AFQT I versus an AFQT IV (18.9%) is significantly less, because of superior human factors engineering of the turret and fire control systems. An AFQT IIIA crew member on the M1 performs 41% better than an AFQT IIIA on the M60. (4:36-38)

Another study conducted by the Manpower and Personnel Policy Research Group at the Army Research Institute investigated the relationship between AFQT scores and rates

of promotion. As shown below, the study found that commanders, even with knowledge of a soldier's AFQT score, tended to promote individuals who scored in the upper 50th percentile of the distribution more rapidly than those who scored lower. An AFQT I-IIIA high school degree graduate, MOS 11B infantryman, was promoted from E4 to E5 13.7% faster than an AFQT IIIE counterpart; and a unit supply specialist, MOS 76Y was promoted 4.4% faster. (4:26-31)

	HSDG*		NHSDG**	
MOS	I-IIIA	IIIB	I-IIIA	IIIB
<b>11B Infantryman</b>				
Time in grade (mos)	24.8	28.2	25.8	29.3
Chg relative to				
HSDG I-IIIA	---	13.7%	4.0%	18.1%
 <b>76Y Unit Supply</b>				
Time in grade (mos)	22.2	25.4	23.8	27.1
Chg relative to				
HSDG I-IIIA	---	14.4%	7.2%	22.1%

#### Advertising

Advertising can greatly influence success or failure in any business. "As young people's career values and ideas change, so must the Army's advertising." (3:5) The Army has

shifted its focus on advertising from an immediate, need-now concept to a long-term advantage campaign.

Research conducted by Recruiting Command noted that young people were thinking and looking for current activities that would help them in their future civilian careers. With this thought in mind, the Army began an Army Advantages campaign oriented to young people and their parents. The campaign included a delayed entry program commercial and an increased effort in female recruiting. (3:5)

Several commercials were planned and are currently seen on television. One is a high-tech skill training commercial that features a female soldier but should appeal to both male and female prospects. Another is a commercial that features an individual who has been in the Army, gotten out and uses the benefits of Army skill training. This commercial will discuss the advantages of the GI Bill and Advance College Fund. One commercial is targeted toward the graduate market. This one discusses skills learned in the Army, such as the ability to learn, take responsibility and make decisions. The commercial relates how those qualities will help a young person find a job regardless of their skill. Another commercial discusses the immediate values of Army experience. This commercial features soldiers caught in a sandstorm but able to overcome the natural obstacle and get out. (3:5)

## CHAPTER IV

### HISPANIC DEMOGRAPHICS

The Hispanic population has grown tremendously in the past decade and demographers predict this trend will continue well into the next century. The 1980 Census figures showed the presence of almost 15 million Hispanics in the U.S., and estimates indicate a growth to 47 million Hispanics by the year 2020. That means Hispanics will be the largest minority group in the country. (8:23)

This growth will have a profound effect on the Armed Forces and the Army. Department of Defense studies indicate that the non-Hispanic recruitment pool for the military should decline until 1995. (8:22) As a consequence, Hispanics are being looked at as an important recruitment resource. For this reason, it is important to have an understanding of the past and current conditions, and issues for Hispanics in the U.S. and in the Army.

The Bureau of the Census reported 9.0 million Hispanics in 1970, and 14.6 million in 1980. This was a 62 per cent increase as compared to a 9 per cent increase for non-Hispanics. This growth was the result of a substantial immigration from Mexico, Cuba and other Central and South

American countries. During the 1970s, some 650,000 legal immigrants came to the U.S. from Mexico. This was the largest contributor of new Hispanics to this country. Figures for 1980 indicate that Mexico was the largest supplier of undocumented aliens of any country. Approximately 900,000 persons, or 45 per cent of all illegal aliens, came from Mexico. Another 23 per cent of the total came from the remainder of Latin America and the Caribbean. (2:106-108, 116-118)

In 1970, when a person checked "other" in answer to the census race question and wrote in "Mexican," "Puerto Rican," or "Cuban," the Census Bureau changed this answer to "white." The bureau does not consider Hispanics to be a race, and a separate census question inquires about Spanish origin. In the 1980 census, when a person checked "other" in response to the race question and wrote in a Hispanic origin, the bureau left such answers alone and tabulated them as "other." The result was a dramatic increase in the "other" races category from about 500,000 people in 1970 to 6.8 million in 1980. The white category, then was stripped of several million people considered to be white one decade, but considered "other" the next. (2:123-124)

#### Population

Hispanics are predominately city dwellers and are more likely than non-Hispanics to live in central cities. In 1980,

50 per cent of Hispanics lived in central cities compared to less than one-third of non-Hispanics. The Hispanic population is almost evenly divided between the sexes. Among Hispanic subgroups, Mexican-Americans and Puerto Ricans were the youngest while Cubans were the oldest. (2:118-120)

#### Language

According to 1980 Census figures, one of every 20 Americans (11 million persons) above the age of four spoke Spanish at home. Of these Spanish speakers, about 25 percent, or 2.7 million persons, indicated during the Census that they did not speak English well or at all. (2:121)

#### Education

Although there have been increases in the educational attainment of Hispanics during the decade of the 1970's, Hispanics still lag behind the national educational average. In 1980, 44 per cent of Hispanics, ages 25 and over, were high school graduates. This compared with the national average of 66 percent. While only 18 per cent of the overall population does not go beyond the eighth grade, this is true for 40 per cent of Hispanics. Thirty-two per cent of the national population has obtained some college training, versus 20 per cent of the Hispanic population. (2:172-173)

#### Economics

In 1982, Hispanics represented 5.4 per cent of the U.S. civilian labor force. This was an increase from the 1970

figure of 3.9 percent. However, during the same year, when the total U.S. unemployment rate was 9.7 percent, the rate for Hispanics was 13.8. Also, in 1982 Hispanics were less apt to be administrators and managers than were non-Hispanics, 7 per cent versus 12 percent, respectively and only 9 per cent were employed as technical and professional workers compared with 17 per cent for non-Hispanics. (2:124)

The percentage of Hispanics living in poverty rose from 24.3 per cent in 1969 to 29.9 per cent in 1982. The 1982 figure was more than double the per cent of Whites living in poverty. Hispanic median annual income showed a 14-per cent decrease between 1979 and 1982. (9:185-192)

In 1982, the median annual income for Hispanic families was \$16,228, compared with \$24,603 for White families. Among Hispanic subgroups, Puerto Ricans, with a median family income of \$11,000 in 1982, were the most economically disadvantaged. Cuban and "other Spanish" origin families, with a median family income of \$19,000, had the highest standard of living. (9:185-192)

## CHAPTER V

### CONCLUSIONS

Which way is the Army going? The Army needs fewer recruits but those signing up will be more qualified.

The Army has two critical manning challenges for the 1990s. First given the declining youth population and the increasing costs of recruiting, the Army must determine the proper quality mix of soldiers; quality is determined on the basis of education and scores on the AFQT. Inherent in this determination is a research and studies program designed to measure quality/performance trade-offs. Second, having determined an appropriate quality mix, the compensation system must be reviewed to ensure that the Army has an efficient and cost-effective system to attract and retain the required enlisted force.

Several options to the many challenges include: increased use of prior service personnel; manpower substitutes; more women in nontraditional roles; weapon systems with lower manning and/or skill requirements for operation and maintenance.

There is agreement among researchers that AFQT rank goes a long way to predicting individual performance during

the first three or four years of service. Studies suggest that first-term soldiers who score in AFQT categories I-II(A outperform lower-aptitude soldiers by 10 to 20 percent. High school graduation also contributes, in varying degrees, to first-term performance. Beyond these findings, connection between quality and performance are speculative.

These two measures of quality are very useful to manpower managers because of their proven reliability and because they can be readily quantified. However, they do not necessarily capture all aspects of quality. They are imperfect indicators of such attributes as dedication and motivation, and they cannot predict the growth in personal ability and dependability as a "team player" that can be developed through good training and leadership. AFQT scores and high school graduate rates are good general indicators of the characteristics of the young people received by the services.

A Rand Corporation study found that the relationship between individual abilities and team performance depends on the nature of the group's tasks. Sometime the proficiency of the least-able member will correlate with success, as when tasks require contributions by all group members, but results are often ambiguous. Their most interesting finding may be that groups composed of all high-ability members do not necessarily perform better than groups composed of members

with moderate abilities or with a range of abilities.

(4:36-41) Clearly, other factors beside individuals' abilities (such as attitudes, dedication, motivation) affect group performance.

The challenge presented by the population decline may be further complicated by an environment that is not producing enough students with the skills to fill the higher aptitude and skill level positions. And since the smaller population will be composed of a larger proportion of minorities (31 per cent in 1995 compared with 26 per cent in 1985), the decline in the numbers of qualified youths will be even sharper because of differences in eligibility based on enlistment tests. The increasing proportion of Hispanics and the decline in the proportion of whites will create greater challenges for recruiters in the future. Historically, minorities have scored much lower on AFQTs than whites.

The increase in the population of Hispanics with lower educational levels affecting their performance on the AFQT naturally leads to a Spanish language AFQT. This test could be programmed and structured to determine the potential for individual attributes, motivation and team/group performance.

This report investigated several aspects of the recruiting process and the implications for recruiting of Hispanics. The investigation included a review of Army recruiting goals and practices and the predicted environment

of the future. Of the various factors affecting recruiting only the size of the population can be forecasted with any degree of certainty, but the effects of population are not so certain. Strategic planning necessitates some forecast be made, but the evidence is certainly not conclusive about the effects of population declines on Army recruiting.

It is clear that the size of the population has some affect on the supply of potential recruits, but the extent of the influence is unclear. The interaction of so many other variables makes it virtually impossible to determine the exact level of influence the size of the population has. The conclusions of this report end on the point that there can be no consensus and no one dominating variable.

In conclusion, to be successful through the 1990s, the Army must be able to articulate and defend its manpower goals in terms of both quality and quantity, and their corresponding costs to the Department of Defense and the U.S. Congress. This task requires economic and manpower research that is relevant to issues of resource allocation and that can give Army an insight into policy formulation. The Army must not overlook the potential that the Hispanic population provides to recruiting.

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